



**EXECUTIVE CHAMBERS**

HONOLULU

LINDA LINGLE  
GOVERNOR

December 23, 2003

The Honorable Calvin K. Y. Say, Speaker  
and Members of the House of Representatives  
Twenty-Second State Legislature  
State Capitol, Room 431  
Honolulu, Hawaii 96813

Dear Mr. Speaker and Members of the House:

For your information and consideration, I am transmitting herewith two (2) copies of the Department of Budget and Finance's report on goals and action plans in accordance with Act 100, Session Laws of Hawaii 1999. Pursuant to Act 231, SLH 2001, I am also informing you that the report may be viewed electronically at [www.hawaii.gov/budget/LegReports/reportslist](http://www.hawaii.gov/budget/LegReports/reportslist).

Sincerely,

/s/

LINDA LINGLE

Enclosures



**EXECUTIVE CHAMBERS**

HONOLULU

LINDA LINGLE  
GOVERNOR

December 23, 2003

The Honorable Robert Bunda, President  
and Members of the Senate  
Twenty-Second State Legislature  
State Capitol, Room 003  
Honolulu, Hawaii 96813

Dear Mr. President and Members of the Senate:

For your information and consideration, I am transmitting herewith two (2) copies of the Department of Budget and Finance's report on goals and action plans in accordance with Act 100, Session Laws of Hawaii 1999. Pursuant to Act 231, SLH 2001, I am also informing you that the report may be viewed electronically at [www.hawaii.gov/budget/LegReports/reportslist](http://www.hawaii.gov/budget/LegReports/reportslist).

Sincerely,

/s/

LINDA LINGLE

Enclosures

DEPARTMENT OF BUDGET AND FINANCE  
PLAN OF ACTION FOR IMPLEMENTATION OF GOALS AND OBJECTIVES

Act 100, Session Laws of Hawaii 1999

Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03	ESTIMATED FUNDING REQUIREMENTS				MEASURE OF PERFORMANCE
					FY 04	FY 05	FY 06	FY 07	FY 08	
BUF101AA	A/U	Streamline administrative support activities in the areas of fiscal accounting, budgeting and management services, personnel services, contract administration, and systems and procedures.	Enhance B&F's website and implement necessary system upgrades and ongoing projects.		307,475,586	338,194,142	345,330,718	352,978,570	361,021,368	
		Provide timely and effective services and telecommunications to departmental employees.	Enhance B&F's website and implement necessary system upgrades and ongoing projects.	On-going						Actual %/# of requests for PC troubleshooting assistance resolved within 48 hours.
		Provide timely and proper analysis of budget related plans and requests.	Maintain sufficient resources to meet entitlement requirements through regular status reports.	On-going						Actual %/ variance in expenditures for fixed cost/entitlements compared with annual allotment.
		Provide timely and accurate processing of payments.	Establish improved tracking systems to ensure minimum processing time for contract administration, budget, fiscal, personnel, and systems procedures request.	On-going						Actual %/# of vendor payments made within 30 days.
		Support programs with appropriate and timely personnel actions.		On-going						Actual %/# recruitment actions completed within one month.
		Provide timely and accurate payment of salaries and other payroll items.		On-going						Actual %/# of payroll-related transactions completed within 3 working days of approval.

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Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03	ESTIMATED FUNDING REQUIREMENTS					MEASURE OF PERFORMANCE
					FY 04	FY 05	FY 06	FY 07	FY 08		
BUF 101BA	A	<p>Develop means to determine full costs of department's goals and objectives for managed competition.</p> <p>Make the budget more user friendly and transparent (i.e. simpler and more accessible); simplify the budget document format.</p> <p>Improve decision-making process by working with departments to develop better performance measures for programs.</p>	<p>Assist DHRD to develop goals for managed competition process.</p> <p>Continue, refine, and simplify the budget information on the Internet.</p> <p>Implement Statewide Performance Measure training.</p>	<p>On-going.</p> <p>On-going.</p> <p>On-going.</p>	1,981,321	1,981,321	1,981,321	1,981,321	1,981,321	<p>Ability to implement a fair and consistent managed competition program.</p> <p>Legislature and public will be able to read and understand budget document more easily.</p> <p>Performance measures will be more meaningful for decision-making and will show how "well" the program is doing rather than "what" the program is doing.</p>	

DEPARTMENT OF BUDGET AND FINANCE  
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Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03	ESTIMATED FUNDING REQUIREMENTS					MEASURE OF PERFORMANCE
					FY 04	FY 05	FY 06	FY 07	FY 08		
UF 115	A/T/U	<b>Treasury Management:</b>			356,052,234	354,208,735	519,807,196	574,550,662	596,913,787		
		Assure the availability of funds to meet payment of State obligations.	Develop an automated cash management system as a tool to utilize in forecasting the cash flows of the State. Integrate this system with the Investment accounting system currently used by Treasury.	June 2004 implementation and ongoing maintenance		\$5,000 *	\$5,000 *	\$5,000 *	\$5,000 *	Improvement in the accuracy of forecasted cash requirements and optimization of daily balances held in deposit accounts.	
			Monitor contract with primary depository to provide banking services for the State Treasury and provide for other statewide banking services as needed.	Ongoing		\$600,000 *	\$600,000 *	\$600,000 *	\$600,000 *	Efficiency in meeting the banking needs of the various State agencies.	
			Provide assistance and serve as liaison with primary bank for other departments' banking and cash management needs.	Ongoing							
		Maximize the Treasury's investment returns consistent with the State's primary objectives of safety and liquidity.	Centralize the investment of State funds through the Treasury Investment Pool program.	Ongoing						Rate of return on investments meets or exceeds index yield as benchmarked.	
			Obtain and implement portfolio analysis software and/or advisory services to optimize the structuring of the State Treasury investment portfolio.	July 2004 and ongoing							
			Optimize the number of authorized securities dealers to provide competitive options for daily investment of State funds.	March 2004 and ongoing							
			Establish portfolio performance reporting, Investment Portfolio compliance reporting and periodic portfolio reviews by an in-house Investment Committee.	June 2004 and ongoing							

\* included in the totals

DEPARTMENT OF BUDGET AND FINANCE  
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Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03	ESTIMATED FUNDING REQUIREMENTS				MEASURE OF PERFORMANCE
					FY 04	FY 05	FY 06	FY 07	FY 08	
		<b>Bonds Administration:</b>  Monitoring bond market conditions in order to take advantage of lower interest rates and meet cash requirements.  Review and evaluate outstanding bond issues for possible debt service savings to the State.	Monitor bond interest rates.  Monitor bond interest rates.	Ongoing  Ongoing						Rate of interest paid on State bonds issued relative to the Bond Buyer Index.  Savings in interest costs between original issue and refunding issue.
		Maintain State's bond credit rating at the double-A level.	Improve rating agency perception of the State's economy and fiscal management practices by keeping them better informed.	Ongoing	\$11,125 *	\$11,125 *	\$11,125 *	\$11,125 *	\$11,125 *	
		<b>Unclaimed Property:</b>  Protect the interest of owners of abandoned property by assuming State custody of such property until claimed by their rightful owners.	Maintain and enhance an automated Unclaimed Property Program Accounting System.  Place public disclosure files on the internet.  Make holders of abandoned property aware of their obligation.  Establish rules to implement Chapter 523A, HRS, to expediently collect abandoned property and return such property to rightful owners.	Ongoing maintenance  Completed  Dec. 2001 and ongoing  Ongoing	\$22,000 *	\$22,000 *	\$22,000 *	\$22,000 *	\$22,000 *	Increase in the new holder reports filed.  Increase in unclaimed property amounts reported.  Increase in returns of unclaimed property paid/returned to rightful owners.

\* included in the totals

DEPARTMENT OF BUDGET AND FINANCE  
PLAN OF ACTION FOR IMPLEMENTATION OF GOALS AND OBJECTIVES

Act 100, Session Laws of Hawaii 1999

PRG ID BUF 141	MOF A/U/X	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03 FY 04	ESTIMATED FUNDING REQUIREMENTS				MEASURE OF PERFORMANCE
					FY 05	FY 06	FY 07	FY 08		
	X	Provide retirement, disability and survivor benefits for State and County employees and retirees, and to finance retirement benefits on an actuarial basis to ensure that sufficient assets are accumulated to pay for these benefits. Also, provide for the sound investment of the ERS retirement funds.	Providing pre-retirement counseling services; computing and processing retirement, disability and death benefits; enrollment of membership to retirement plan; conduct disability hearings and appeals; processing retirement and refund payments; reporting of taxability of benefits paid; and safeguarding and accounting for investments. Also, prudent management and oversight of ERS's investment portfolio.	On an ongoing basis	349,237,420  16,554,244	417,942,978  10,453,380	474,150,443  6,045,843	523,650,443  6,045,843	553,150,443  6,045,843	Reduce average time between retirement date and initial retirement check, average time to process initial check to terminated employees and average time to finalize service retirement benefits. Provide counseling services to new hires, mid-career employees, and those nearing retirement. Provide timely information on the ERS website.
	A U	Same as for X funds Same as for X funds	Same as for X funds Same as for X funds		137,882,906 194,800,270	168,895,353 238,594,245	194,020,272 274,084,328	214,538,022 303,066,578	226,765,772 320,338,828	Meet or exceed statutory requirement for return on investments. Return on investments to reduce the pension accumulation contribution requirements by the State and County governments.
	X	Install new computer and office automation systems.	Implement a new computer and office automation system to replace obsolete Wang computer system. Enhancements include: internet access, online retirement estimate calculations, interactive telephone system, optical disk filing system, workflow, cash management, employer reporting, and others.	Two to three years	8,472,537 **	4,472,537 **				Maximize return on investments to minimize State and County contributions for Social Security/Medicare.
	X		<b>Asset allocation and liability study.</b> Study required to prudently manage the investment assets. Past research has shown that over 85 percent of a pension fund's investment performance is based on asset allocation. Good investment returns lowers State and County governments' contributions over the long term.	Every 3 years *		50,000 **				

\* Study completed February 2002 and will be reviewed annually.

\*\* Included in the totals

DEPARTMENT OF BUDGET AND FINANCE  
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Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 300/03	ESTIMATED FUNDING REQUIREMENTS				MEASURE OF PERFORMANCE
					FY 04	FY 05	FY 06	FY 07	FY 08	
BUF 143	T				3,439,250	2,889,000	2,889,000	2,889,000	2,889,000	
		To provide health, group life and long term care insurance benefits for active and retired public employees and dependents.	<p><b>Complete the transition from the Hawaii Public Employees Health Fund (HPEHF) to the Employer-Union Health Benefit Trust Fund (EUTF):</b></p> <p>Complete the HPEHF closeout activities including final accounting.</p> <p>Complete refunds to employees.</p> <p>Reorganize/consultation with unions regarding staff.</p>	12/1/03 - 6/30/04						<p>1. Percentage change in administrative expenditures per enrollees of the Trust Fund</p> <p>2. Shortage and overage accounts that are pending resolution for more than 30 days as a percentage of total accounts with shortages and overages.</p> <p>3. Improvement in Departmental Personnel Officer, and insurance carrier satisfaction surveys (% change in satisfaction)</p> <p>4. Percentage of open enrollment transactions that are processed by the Trust Fund within 14 working days of receipt.</p> <p>5. Respond to inquires within one working day 95% of the time.</p>





DEPARTMENT OF BUDGET AND FINANCE  
PLAN OF ACTION FOR IMPLEMENTATION OF GOALS AND OBJECTIVES  
Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03 FY 04	ESTIMATED FUNDING REQUIREMENTS				MEASURE OF PERFORMANCE
						FY 05	FY 06	FY07	FY08	
BUF 151	A	To safeguard the rights of indigent persons in need of assistance in criminal, mental commitment, and family cases by providing statutorily and constitutionally entitled legal services.	Provide effective assistance of legal counsel to persons who qualify for public defender services by reason of indigent status and type of case.	ongoing	8,105,793	8,105,793	8,105,793	8,105,793	8,105,793	<p>The delivery of effective legal representation to all public defender clients in compliance with the Hawaii Rules of Professional Conduct</p> <p>Workload of the deputy public defenders is managed to permit the rendering of quality representation</p> <p>The deputy public defender's ability, training, and experience match the complexity of each case</p> <p>A quality training program is maintained for the deputy public defenders</p>

**DEPARTMENT OF BUDGET AND FINANCE**  
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Act 100, Session Laws of Hawaii 1999

PRG ID	MOF	GOAL/OBJECTIVE	TASK	TIME FRAME	Act 200/03 FY 04	ESTIMATED FUNDING REQUIREMENTS*				MEASURE OF PERFORMANCE
						FY 05	FY 06	FY 07	FY 08	
BUF 901	B	The primary purpose of the Public Utility Commission ("Commission") is to efficiently, fairly, and impartially ensure that regulated utilities and carriers efficiently and safely provide utility customers with adequate and reliable utility and carrier services at just and reasonable rates, while providing regulated utilities and carriers with a reasonable opportunity to earn a fair rate of return. See Sections I and II of the Commission's Annual Report Act 100 (1999) dated November 14, 2003 ("Annual Report") for additional long-term and short-term goals, objectives and policies.	Generally, the Commission prescribes rates, tariffs, charges, and fees, and determines the allowable rate of earnings in establishing rates, prescribes the methods, service, and annual rates of depreciation for utility properties, acts on applications for certification and for the extension or abandonment of services, acts on requests for the acquisition, sale, disposition, or other exchange of utility properties, issues orders and guidelines concerning the general management and operations of chartered, franchised, or certificated utility businesses, and adopts rules and regulations governing the operations, standards of services and facilities, and fiscal management of utilities, including procedures and practices of the Commission. See Section III of the Annual Report for Action Plan.	On-going.  See Annual Report for 1-year, 2-year, and 5-year implementation plans.	7,490,045	7,170,476	7,170,476	7,170,476	7,170,476	See Section IV of the Annual Report, which describes the process to be used to measure the Commission's performance in achieving its goals, objectives, and policies. These performance measures necessarily include subjective measures of performance, and accordingly, an evaluation of the Commission's performance in many instances will require a subjective evaluation of whether the Commission's actions accomplished its goals, objectives, and policies.
BUF 901	B	TOTAL			7,490,045	7,170,476	7,170,476	7,170,476	7,170,476	

\*Based on existing approved projections, and have not been updated to reflect proposed implementation plan; any additional funding needs to be addressed in budgetary process.

**PUBLIC UTILITIES COMMISSION  
STATE OF HAWAII**

**ANNUAL REPORT**  
ACT 100 (1999), SECTION 7  
November 14, 2003

**INTRODUCTION**

The Public Utilities Commission of the State of Hawaii ("Commission") is statutorily responsible for regulating all franchised and certificated public service companies that provide electricity, gas, telecommunications, private water and sewer, motor carrier and water carrier services in the State, under Haw. Rev. Stat. Chapters 269, 271, and 271G, as amended. This Annual Report, which is mandated by Section 7 of Act 100 (1999), describes the Commission's goals (what the agency hopes to accomplish), its objectives and policies (how its goals are to be accomplished), a plan of action (showing how the objectives and policies are to be implemented), and the process to be used to measure the Commission's performance.

Sections I and II of this Annual Report describe the Commission's goals, objectives, and policies, and are intended to be used as a guide for the Commission and its operations. The Commission's goals, objectives, and policies may be further refined, clarified, and prioritized as may be required due to the changing realities of the regulatory and economic environment in which the Commission and regulated utilities operate.

Section III of this Annual Report describes a plan of action and lists the significant actions to be taken by the Commission, but it is not an all-inclusive list of all projects and tasks to be undertaken by the Commission. There will be other actions taken by the Commission not specifically listed in this Annual Report to accomplish its goals, objectives, and policies.

Section IV of this Annual Report briefly describes the process to be used to measure the Commission's performance in achieving its goals, objectives, and policies. These performance measures necessarily include subjective measures of performance, and accordingly, an evaluation of the Commission's performance in many instances will require a subjective evaluation of whether the Commission's actions accomplished its goals, objectives, and policies.

The Commission will separately analyze and evaluate the funding requirements for the plan of action described in this Annual Report as part of the budgeting process.

<b>I. STATEMENT OF GOALS: WHAT AGENCY HOPES TO ACCOMPLISH</b>
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(Section 7(1), Act 100)
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<b>A. Primary Purpose:</b> The Commission's primary purpose is to efficiently, fairly, and impartially ensure that regulated utilities <sup>1</sup> efficiently and safely provide utility customers with adequate and reliable utility services at just and reasonable rates, while providing regulated utilities with a reasonable opportunity to earn a fair rate of return.
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<b>B. Long-Term Goals:</b>
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|--|
| 1. Modernize and re-organize the Commission as needed to adapt to changes in technology, markets, economic conditions, consumer needs, and environmental concerns to improve the efficiency and effectiveness of the Commission. |
| 2. Foster and encourage competition or other alternatives where reasonably feasible in an effort to provide consumers with meaningful choices for services at lower rates that are just and reasonable.                          |

<sup>1</sup> Includes all persons and entities regulated by the Commission.

3. Promote and encourage efficient and reliable production and delivery of all utility services.	
4. Promote and encourage efficient and reliable electricity generation, transmission and distribution.	
5. Promote and encourage the use of alternative or renewable energy resources for the production of electricity to increase the efficiency, reliability, and sustainability of electricity generation and supply for consumers.	
6. Assist in creating an environment conducive for healthy economic growth and stability in the public interest.	
<b>C. Short-Term Goals:</b>	
1. Increase the transparency of the regulatory process and public access to the Commission to ensure that the Commission efficiently, independently, fairly, and impartially regulates public utilities.	
2. Streamline and modernize the regulatory process whenever reasonably feasible to increase the efficiency of the Commission and regulated utilities.	
3. Re-evaluate and update internal Commission staff procedures to increase the efficiency and effectiveness of Commission activities.	
<b>II. OBJECTIVES AND POLICIES: HOW EACH GOAL CAN AND WILL BE ACCOMPLISHED</b> (Section 7(2), Act 100)	
A. Increase the staffing and resources of the Commission by filling all vacant positions, and by increasing clerical and professional staff positions where required to increase the expertise, capabilities, efficiency, and effectiveness of the Commission.	
B. Modernize and improve the Commission's technological, computer, and database capabilities to improve the efficiency and effectiveness of the Commission in implementing its regulatory programs, tracking the Commission's and the utilities' performance, and responding to information inquiries from regulated utilities, consumers, and other government agencies.	
C. Update and improve the Commission's Internet website to improve the efficiency of the Commission, and to increase the transparency of the regulatory process and improve public access to the Commission and its regulatory activities, and to provide consumer education and information.	
D. Review and update the Commission's administrative rules to more efficiently and effectively accomplish its goals and objectives.	
E. Review and resolve all new and outstanding dockets fairly and efficiently and in a timely manner, while accomplishing all of its other goals and objectives.	
F. Increase overall staff productivity and efficiency by improving internal communications, task processes, and support system.	
G. Continually improve the effectiveness, expertise, and capabilities of commissioners and staff by providing needed and appropriate training and education for the Commission.	
<b>III. ACTION PLAN: IMPLEMENTATION</b> (Section 7(3), Act 100)	<b>IV. PROCESS USED TO MEASURE PERFORMANCE</b> (Section 7(4), Act 100)
<b>A. One-Year Implementation:</b>	
1. Fill vacant positions to increase capabilities and effectiveness of Commission.	Ongoing Review of Needs and Vacancy Status Vacancies as of Jul 1, 2003: <u>15</u> Number of Vacant Positions to be filled by Jul 1, 2004: <u>15</u>
2. Add relevant content to Internet Website concerning major dockets of public interest, such as FCC Telecommunications Triennial Review Docket ("Triennial Review"), Integrated Resource Planning ("IRP") Docket, Distributed Generation ("DG") Docket, Competitive Bidding ("Comp Bidding") Docket, Motor Carrier Zone of Reasonableness Docket ("Motor Carrier Zone"), and Wireless Telecommunications Exemption Docket ("Wireless Telecom Exempt"), to keep public informed of major proceedings.	Evaluate content of website on ongoing basis and at end of fiscal year to determine whether public being adequately informed of major proceedings before Commission. Triennial Review: Added <u>Oct 2003</u> IRP: Added Nov 2003 DG: Added Nov 2003 Comp Bidding: Added Nov 2003 Wireless Telecom Exempt: Added Nov 2003 Motor Carrier Zone: To be added by Jan 2004

3. Add and maintain listings of all new Applications filed with the Commission to the website.	Ongoing Monitoring of Applications Listing Posted To be added by Dec 2003 Short-Term Goal: Max Avg 5-day lag Long-Term goal: Instantaneous with filing
4. Add and maintain listings of all Decisions and Orders ("D&O") issued by the Commission to the website.	Ongoing Monitoring of D&O Listing Posted To be added by Dec 2003 Short-Term Goal: Max Avg 5-day lag Long-Term Goal: Instantaneous with filing
5. Obtain assistance, consultant, or additional staff position, for Technology expertise to assist Commission in technology, computer equipment, and software improvements and maintenance, and website development and maintenance, and also to assist in training and development for Commission staff.	Review Resources Allocated for Technical Assistance Initially obtain assistance from administratively attached Department (ongoing). Obtain assistance from outside consultant pending staff addition in next fiscal year.
6. Address and resolve all Pending IRP Dockets.	Review Status of Pending IRP Dockets Number of Pending IRP Dockets as of Jul 1, 2003: <u>12</u> Resolve or address all pending IRP Dockets by Jul 1, 2004.
7. Address and resolve pending generic Avoided Cost [Energy] Docket No. 7310.	Review Status of Pending Docket Resolve or address by Jul 1, 2004
8. Investigate the feasibility of DG and Comp Bidding and related issues for electricity generation in investigative dockets.	Review Status and Result of Investigative Docket DG Docket 03-0371 Opened: Oct 21, 2003 Comp Bidding Docket 03-0372 Opened: Oct 21, 2003
9. Address and resolve outstanding issues in Telecommunications Competition Docket 7702.	Review and Evaluate Status of Docket 7702 To be resolved by Jul 1, 2004
10. Review and resolve other pending dockets filed prior to Jul 1, 2001, not otherwise addressed above, unless intended to remain open.	Review pending dockets, status and results. Other Pending Dockets (not included above) filed prior to Jul 1, 2001: <u>12</u> Resolve or address all other pending dockets by Jul 1, 2004
11. Implementation of Triennial Review Docket 03-0272	Review and Evaluate Status and Results of Investigation Resolution desired by Oct 2004
12. Streamline the regulatory process for wireless telecommunications carriers in an investigative docket by exempting such carriers from regulations deemed unnecessary due to increased competition in the wireless telecommunications industry.	Review Investigative Docket Status and Results Wireless Telecom Exempt Docket 03-0186 Opened Jun 26, 2003 Resolution desired by Jan 2004
13. Streamline the regulatory process for applications for capital improvement projects by updating and increasing the threshold amount required for Commission approval.	Review Docket Status and Results The Gas Company Docket 03-0255, Sep 12, 2003 KIUC Docket 03-0256, Sep 12, 2003 HECO/HELCO/MECO Docket 03-0257, Sep 12, 2003 Verizon Docket 03-0258, Sep 12, 2003 Resolution desired by Mar 2004

14. Streamline the regulatory process for motor carrier rate adjustments by exploring the feasibility of establishing a pre-established zone of reasonableness within which motor carriers may adjust rates with minimal commission oversight, since competition appears to exist in the motor carrier industry.	Review Investigative Docket Status and Results Motor Carrier Zone Docket 03-0245, Opened Aug 29, 2003 Resolution desired by Jan 2004
15. Review and resolve informal complaints made against regulated utilities efficiently and fairly.	Survey Complainants and Review Survey Results Provide written survey form to all persons who submit written complaints from Jul 1, 2003 to Jun 30, 2004 upon closing of complaint to obtain consumer feedback on complaint-handling by Commission.
<b>B. Two-Year Implementation Plan:</b>	
1. Fill any vacant positions remaining.	Review status of outstanding and new (if any) vacancies.
2. Obtain additional staff position for Technology expertise to assist Commission in technology, computer equipment, and software improvements and maintenance, and website development and maintenance.	Review resources allocated for technical assistance. Include position in 2005-06 Budget Fill Position in Fiscal Year 2006
3. Update database software and computer hardware (server, scanner, and related equipment) as required for docket management to improve docket intake, tracking and management, and to allow all filed documents to be made available on website.	Review Commission capability to make all filed documents available on website for public access by Jan 2005.
4. Update database software and computer hardware to allow online filing on website.	Review Commission capability to allow online filing on website for public access by Jul 2005.
5. Increase Commission Staff expertise in Energy and Telecommunications, and in technical rule-making.	Review resources allocated for additional staff. Include position in 2005-06 Budget Fill Position in Fiscal Year 2006
6. Evaluate Commission staff organization and structure, and re-organize, if necessary, to adapt to changes in current markets and technologies.	Review of Commission's ability to effectively regulate modern markets and utility industries.
7. Review and update the Commission's administrative rules to more efficiently and effectively accomplish each of its long-term and short-term goals and objectives.	Review Pending Adoption and Revisions to Admin Rules Commence Admin Rulemaking Proceedings Jul 2004 Complete by July 2005
8. Provide training for all commissioners, legal, professional, and clerical staff.	Review training programs and seminars attended by all commissioners, legal, professional, clerical staff.
9. Evaluate feasibility of televising (e.g. Olelo or webcast) public hearings and contested case hearings, including analysis of resource, equipment, personnel, and funding requirements.	Review analysis of feasibility and requirements by Jul 2004
10. Evaluate need and feasibility of creating a consumer affairs section of the Commission.	Review analysis of feasibility and requirements by Jul 2004
<b>C. Five-Year Implementation Plan:</b>	
1. Review status of implementation of One- and Two-Year Implementation Plans, and adjust as required.	Evaluate effectiveness of One- and Two-Year Implementation Plans and Policies
2. DG and Competitive Bidding	Review status and effectiveness of distributed generation and competitive bidding in energy generation and distribution.
3. Encourage and promote use of Renewable Resources in electricity generation.	Review whether electric utilities on track to meet 20% renewable resources goal by 2020, and guidelines in Ch. 269, Haw. Rev. Stat.